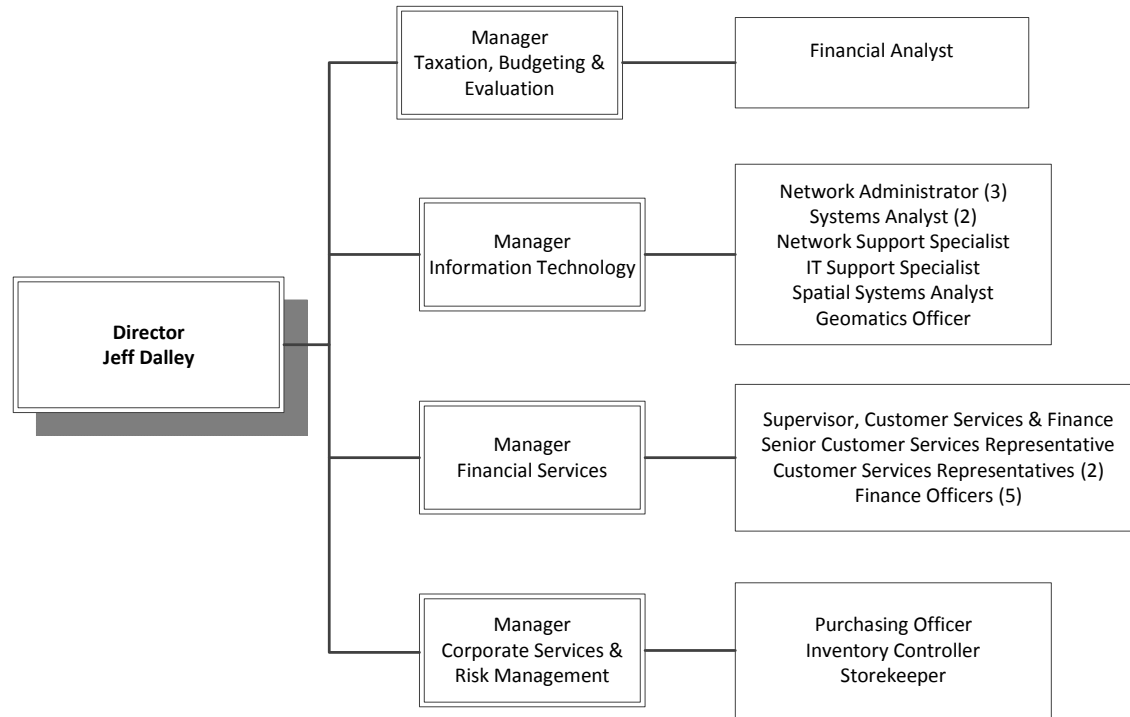


GENERAL FUND - Corporate Services

DEPARTMENT STAFFING



Staffing Summary

	2014 Actual	2015 Budget	2015 Forecast	2016 Budget	2017 Budget	2018 Budget	Notes
Directorate	5.00	5.00	5.00	5.00	5.00	5.00	
Taxation & Budgeting	2.00	2.00	1.00	1.00	1.00	1.00	
Financial Services	5.00	5.00	9.33	9.33	9.33	9.33	
Corporate Services & Risk Mgt.	7.34	7.67	3.34	3.00	3.31	3.00	
Information Technology	8.00	8.00	9.00	9.00	10.00	10.00	(1)
	27.34	27.67	27.67	27.33	28.64	28.33	
Permanent Positions	27.00	27.00	27.00	27.00	28.00	28.00	
Part-time/casual	0.34	0.67	0.67	0.33	0.64	0.33	
	27.34	27.67	27.67	27.33	28.64	28.33	

Note:

(1) Starting from July 2017, Radio Communications Technologist will be added.

GENERAL FUND - Corporate Services

CORPORATE SERVICES DIRECTORATE

The Corporate Services Department is responsible for four service areas: Information Technology; Financial Services; Taxation, Budgeting and Evaluation; and Purchasing and Risk Management. The managers who head each of these divisions report to the director, who sets the course for the department, and provides a level of advice and support to the municipality that is typically associated with the role of chief financial officer.

Department Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)
Revenue						
Grants	172	125	125	125	125	125
User Charges	667	655	681	670	670	670
	<u>839</u>	<u>780</u>	<u>806</u>	<u>795</u>	<u>795</u>	<u>795</u>
Expenditures (By Division)						
Directorate	943	995	909	982	1,008	1,031
Taxation & Budgeting	363	406	332	333	335	366
Information Technology	1,893	2,357	2,442	2,708	2,846	3,101
Financial Services	529	557	814	821	944	956
Procurement Services	1,678	1,694	1,470	1,352	1,400	1,414
	<u>5,406</u>	<u>6,009</u>	<u>5,967</u>	<u>6,197</u>	<u>6,533</u>	<u>6,869</u>
Net Revenue (Expenditures)	<u>(4,567)</u>	<u>(5,229)</u>	<u>(5,161)</u>	<u>(5,403)</u>	<u>(5,738)</u>	<u>(6,074)</u>
Expenditures (By Object)						
Wages & Benefits	3,031	3,290	3,163	3,275	3,549	3,689
Other O&M	2,375	2,719	2,804	2,922	2,984	3,180
	<u>5,406</u>	<u>6,009</u>	<u>5,967</u>	<u>6,197</u>	<u>6,533</u>	<u>6,869</u>
Details of Other O&M						
General Services	612	864	867	903	872	1,027
Materials	435	413	452	442	461	470
Maintenance	585	661	697	770	828	844
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M	5	6	5	5	5	5
Others (Insurance)	738	775	783	802	819	834
	<u>2,375</u>	<u>2,719</u>	<u>2,804</u>	<u>2,922</u>	<u>2,984</u>	<u>3,180</u>



GENERAL FUND - Corporate Services

Directorate Budget	2014 Actual (\$000's)	2015 Budget (\$000's)	2015 Forecast (\$000's)	2016 Budget Approved (\$000's)	2017 Budget (\$000's)	2018 Budget (\$000's)	Note
Revenue							
Grants	47	-	-	-	-	-	
	47	-	-	-	-	-	
Expenditures (By Activity)							
Labour Relations	36	37	34	37	38	39	
Legislation & Governance	212	223	204	220	226	231	
Policy Development	108	115	105	113	116	119	
Long-Range Planning	108	113	103	111	114	117	
Public Information	100	106	96	104	107	109	
Financial Reporting, Analysis & Budgeting	381	402	367	396	407	416	
	943	995	909	982	1,008	1,031	
Net Revenue (Expenditures)	(896)	(995)	(909)	(982)	(1,008)	(1,031)	
Expenditures (By Object)							
Wages & Benefits	851	871	802	881	904	925	
Other O&M	92	124	106	101	104	106	
	943	995	909	982	1,008	1,031	
Details of Other O&M							
General Services	89	119	101	96	99	101	(1)
Materials	3	5	5	5	5	5	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	92	124	106	101	104	106	

Note:

(1) Mostly contracted costs

GENERAL FUND - Corporate Services

TAXATION, BUDGETING AND EVALUATION DIVISION

The Taxation and Budgeting Division is responsible for analyzing the financial data and program performance information provided by all City departments in order to produce the annual budget and provide periodic financial reports. It is through this multi-year budget process that Council sets its priorities and plans for major capital projects. The process helps the City to ensure that, in the course of providing services to the public, Council's direction is implemented and costs are controlled. This division is also responsible for the assessment and taxation functions.

Taxation, Budgeting and Evaluation Budget				2016	2017	2018	
	2014	2015	2015	Budget	2017	2018	Note
	Actual	Budget	Forecast	Approved	Budget	Budget	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
Grants	125	125	125	125	125	125	
	125	125	125	125	125	125	
Expenditures (By Activity)							
Property Assessment & Taxes	283	290	260	261	262	291	(1)
Budgeting	80	116	72	72	73	75	
	363	406	332	333	335	366	
Net Revenue (Expenditures)	(238)	(281)	(207)	(208)	(210)	(241)	
Expenditures (By Object)							
Wages & Benefits	133	193	120	120	122	124	
Other O&M	230	213	213	213	213	241	
	363	406	332	333	335	366	
Details of Other O&M							
General Services	222	204	204	204	204	232	(2)
Materials	-	-	-	-	-	-	
Maintenance	8	9	9	9	9	9	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	230	213	213	213	213	241	

Notes:

- (1) The City has signed the assessment authority agreement with GNWT until May 31, 2018. In 2013 the City conducted general assessment for 2014 taxation year. The next general assessment will be conducted in 2018 for 2019 Taxation year.
- (2) Assessment contracted costs



GENERAL FUND - Corporate Services

INFORMATION TECHNOLOGY DIVISION

The Information Technology Division is responsible for all aspects of the City's information technology infrastructure. This includes:

- The secure and reliable network that connects workstations, laptops, mobile devices, printers, scanners, and copiers at sites throughout the City and provides users with access to essential software tools, integrated data sources, and the internet
- Databases that house and protect extensive data resources across the corporation
- Software applications that streamline processes and service delivery
- Websites that extend electronic information access and online services to staff and citizens
- Telephone, cellphone, and voice mail services that facilitate communication and collaboration
- Public workstations and wireless services that expand public computing and Internet access
- Geographical information systems and tools that present information from a spatial perspective
- Back-end systems that support diverse services such as traffic lights, ice-making equipment, building controls, digital call logging, and security cameras

Information Technology Budget	2014	2015	2015	2016	2017	2018	Note
	Actual (\$000's)	Budget (\$000's)	Forecast (\$000's)	Budget Approved (\$000's)	Budget (\$000's)	Budget (\$000's)	
Revenue							
User Charges	1	-	1	-	-	-	
	1	-	1	-	-	-	
Expenditures (By Activity)							
Maintenance	1,098	1,367	1,416	1,580	1,694	1,877	
Installation	208	259	269	287	296	315	
Training & Support	454	566	586	641	654	693	
System Development	133	165	171	201	203	216	
	1,893	2,357	2,442	2,708	2,846	3,101	
Net Revenue (Expenditures)	(1,892)	(2,357)	(2,441)	(2,708)	(2,846)	(3,101)	
Expenditures (By Object)							
Wages & Benefits	954	1,107	1,157	1,271	1,370	1,478	(1)
Other O&M	939	1,250	1,285	1,437	1,477	1,623	(2)
	1,893	2,357	2,442	2,708	2,846	3,101	
Details of Other O&M							
General Services	200	418	414	471	435	557	(3)
Materials	161	177	180	204	222	230	(4)
Maintenance	577	653	689	761	819	834	(5)
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	2	3	3	2	2	2	
Others	-	-	-	-	-	-	
	939	1,250	1,285	1,437	1,477	1,623	

Notes:

- (1) Starting from July 2017, a new Radio Communications Technologist will be added
- (2) The new communication infrastructure has commissioned in late 2014 and the annual maintenance cost is about \$202,000 from 2015 onwards and increases to \$300,000 in 2018.
- (3) Communication infrastructure & Others
- (4) Mostly computer hardware
- (5) Mostly software maintenance

GENERAL FUND - Corporate Services

Information Technology Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018
Workload Indicators						
No. of IT staff	8.5	8.5	9	9	10	10
No. of servers	89	87	113	97	101	105
Physical	31	31	33	21	21	21
Virtual	58	56	80	76	80	84
No. of client workstations	144	140	143	145	147	149
No. of public access workstations	8	8	8	8	8	8
No. of laptops	47	43	49	52	55	58
Administration	20	16	16	16	16	16
Elected Officials	5	4	5	5	5	5
Dedicated	13	14	19	20	21	22
Loaners	4	4	4	4	4	4
iPads	5	5	5	7	9	11
No. of cell phones	58	70	76	78	80	82
No. of special purpose computer systems	68	67	73	76	81	86
No. of security cameras	58	58	57	59	61	63
No. of applications supported	821	812	807	823	844	862
Desktop (core)	29	29	28	28	28	28
Desktop (specialized)	345	344	335	340	345	350
Server / Backend	195	195	192	197	202	207
CityView	15	15	15	15	15	15
CityWorks	7	7	7	7	7	7
Class	16	16	16	16	16	16
Diamond/eEnterprise	46	47	49	50	49	49
FDM	8	8	8	8	8	8
GeoWare	14	14	14	14	14	14
GIS	102	102	100	99	104	109
IVR	2	2	2	2	2	2
Web	21	22	31	39	46	49
Operating Systems	11	11	10	8	8	8
Growth	10					
No. of work orders opened	5,841	5,062	4,334	4,550	4,778	5,017
No. of work orders closed	5,779	5,019	4,586	4,815	5,056	5,309
% of work orders closed	99%	99%	106%	106%	106%	106%
No. of web site visitors / session	614,123	660,487	514,149	539,856	566,849	595,192
No. of page views	12,386,634	12,396,368	1,406,222	1,476,533	1,550,359	1,627,877



GENERAL FUND - Corporate Services

Information Technology Performance Measures (cont'd)	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018
Efficiency Measures						
Average infrastructure cost per client device	\$3,207	\$2,925	\$2,900	\$3,744	\$3,854	\$3,973
Average infrastructure cost per device	n/a	\$1,881	\$1,794	\$2,414	\$2,473	\$2,538
Average support cost per client device	\$3,669	\$3,172	\$3,487	\$3,805	\$3,928	\$4,083
Effectiveness Measures						
% of users receiving updated PC	25%	25%	25%	25%	25%	25%
Web site visitors / sessions per day	1,683	1,810	1,409	1,479	1,553	1,631
Webcast sessions			3,860	4,053	4,255	4,468

GENERAL FUND - Corporate Services

FINANCIAL SERVICES DIVISION

The Financial Services Division is responsible for the utilities, accounting, and lottery licensing functions in accordance with established legislation and by-laws. The employees in this division track and report the City's revenues, expenditures, assets and liabilities. They also provide customer service and information to the public on a wide range of issues.

Financial Services Budget				2016	2017	2018	
	2014	2015	2015	Budget	Budget	Budget	Note
	Actual	Budget	Forecast	Approved	Budget	Budget	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
User Charges	203	186	568	557	557	557	(1)
	203	186	568	557	557	557	
Expenditures (By Activity)							
Cash Receipts & Collections	87	92	127	128	147	148	
Cash Management	78	82	53	53	62	63	
Customer Invoicing & Tax notices	132	139	219	221	253	256	
Financial Analysis and Reporting	119	125	88	89	103	104	
Licensing & Permits	9	10	98	98	113	114	
Public Information/Inquiry & Customer Service:	47	49	176	178	204	207	
Vendor Payments	57	60	53	54	62	63	
	529	557	814	821	944	956	
Net Revenue (Expenditures)	(326)	(371)	(247)	(264)	(387)	(399)	
Expenditures (By Object)							
Wages & Benefits	424	441	679	705	829	844	(2)
Other O&M	105	116	135	116	114	112	
	529	557	814	821	944	956	
Details of Other O&M							
General Services	19	26	26	26	26	26	(3)
Materials	86	90	109	90	88	86	(4)
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	105	116	135	116	114	112	

Notes:

- (1) In 2014 Business licence was under Corporate Services & Risk Management and starting in 2015, it is under Financial Services.
- (2) Since April 2015 Customer Services Representatives have been grouped under Financial Services instead of Corporate Services & Risk Management.
- (3) Collection costs
- (4) Postage & printed forms



GENERAL FUND - Corporate Services

Financial Services Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators							
Accounts Payable and Disbursements							
No. of accounts payable invoices processed	5,600	6,440	6500	6500	6500	6500	
No. of Visa card transactions processed	5,600	5,828	6000	6200	6200	6200	
No. of Visa card disbursements	12	12	12	12	12	12	
No. of electronic fund transfer disbursements	2,000	2,072	2100	2200	2200	2200	
No. of accounts payable cheques issued	1,000	991	1100	1050	1050	1050	
Cash Receipt and Collections							
No. of cash receipts issued	52,200	52,686	52500	52500	52500	52500	
Customer Invoicing							
No. of utility customer accounts	5,450	5,496	5550	5600	5650	5650	
No. of tax customer accounts	5,500	5,472	5500	5550	5600	5600	
No. of tax certificates issued	600	710	650	650	650	650	
No. of accounts receivable invoices processed	8,200	8,055	8200	8200	8200	8200	
Lottery Licensing							
No. of lottery licences issued	330	318	300	300	300	300	
Efficiency Measures							
Accounts Payable and Disbursements							
Cost per procurement transaction							
- Visa	3.15	3.21	2.88	2.92	3.00	3.08	(1)
- Electronic funds transfer	3.10	3.10	3.18	3.24	3.33	3.33	(1)
- Cheques	4.57	4.79	4.99	4.81	4.91	5.02	(1)
Customer Invoicing							
Cost to process and mail a utility invoice	1.67	1.71	1.91	1.94	1.98	2.01	
Cash conversion cycle (No. of days)	50	50	50	50	50	50	

(cont'd ...)

GENERAL FUND - Corporate Services

Financial Services Performance Measures (cont'd)	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Effectiveness Measures							
Accounts Payable and Disbursements							
No. of A/P invoices paid more than 30 days after statement date	1,200	1545	1500	1500	1500	1500	
Cash Management							
Average rate of return on investments	2.50%	2.30%	2.00%	2.00%	2.25%	2.50%	
No. of days positive cash balance	365	365	365	365	365	365	
Cash Receipts and Collections							
Average days revenue outstanding							
Tax (net 60 days)	120	118	120	120	120	120	
Utility (net 21 days)	40	39	40	40	40	40	
Other (net 30 days) - not including land sales	90	70	90	90	90	90	
No. of utility accounts balances transferred to taxes	200	262	250	250	250	250	(2)
No. of utility accounts using e-billing service	1,650	1678	1750	1850	1900	1950	
Financial Analysis and Reporting							
Avg. no. of days reconciliations completed late	30	35	70	30	30	30	
Lottery Licensing							
No. of lottery statements outstanding	20	26	20	20	20	20	
Notes:							
(1) Cost for disbursement only; assumes same procurement cost for all methods.							
(2) The e-billing option for utilities became available in May 2013.							



CORPORATE SERVICES & RISK MANAGEMENT DIVISION

The Procurement Services Division is responsible for purchasing, insurance claims and coverage, and the operation of City Stores where the City's inventory is warehoused and managed. The insurance work involves communicating claims and coverage information between the City's insurers and the user departments. Purchasing tasks include coordinating the procurement of goods and services for City departments through the issuance of tenders, requests for proposals (RFPs), purchase orders, or inventory.

(cont'd...)

GENERAL FUND - Corporate Services

Corporate Services & Risk Management Budget				2016	2017	2018	
	2014	2015	2015	Budget	2017	2018	
	Actual	Budget	Forecast	Approved	Budget	Budget	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue							
User Charges	463	469	113	113	113	113	(1)
	<u>463</u>	<u>469</u>	<u>113</u>	<u>113</u>	<u>113</u>	<u>113</u>	
Expenditures (By Activity)							
Customer Services	352	356	309	284	294	297	
Material Purchasing	218	220	191	176	182	184	
Inventory Management	168	169	147	135	140	141	
Risk Management	755	762	662	609	630	637	
Common costs	185	186	162	149	154	156	
	<u>1,678</u>	<u>1,694</u>	<u>1,470</u>	<u>1,352</u>	<u>1,400</u>	<u>1,414</u>	
Net Revenue (Expenditures)	<u>(1,215)</u>	<u>(1,225)</u>	<u>(1,358)</u>	<u>(1,240)</u>	<u>(1,287)</u>	<u>(1,302)</u>	
Expenditures (By Object)							
Wages & Benefits	670	678	405	298	323	317	(2)
Other O&M	1,008	1,016	1,066	1,054	1,076	1,097	
	<u>1,678</u>	<u>1,694</u>	<u>1,470</u>	<u>1,352</u>	<u>1,400</u>	<u>1,414</u>	
Details of Other O&M							
General Services	83	97	122	106	108	110	(3)
Materials	184	141	158	143	146	149	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	3	3	2	3	3	3	
Others (Insurance)	738	775	783	802	819	834	
	<u>1,008</u>	<u>1,016</u>	<u>1,066</u>	<u>1,054</u>	<u>1,076</u>	<u>1,097</u>	

Notes:

- (1) In 2014 Business licence was under Corporate Services & Risk Management and starting in 2015, it is under Financial Services.
- (2) Since April 2015 Customer Services Representatives have been grouped under Financial Services instead of Corporate Services & Risk Management.
- (3) Telephone, communications and radio licensing



GENERAL FUND - Corporate Services

Corporate Services & Risk Management Performance Measures	Projected 2014	Actual 2014	Projected 2015	Forecasted 2016	Forecasted 2017	Forecasted 2018	Notes
Workload Indicators							
Inventory:							
Issuances	7,100	7,670	7,550	7,700	7,600	7,800	
Inventory line items received	825	859	810	835	815	850	
Year-end inventory value (000s)	475	570	575	580	525	520	(1) & (4)
Procurement:							
Number of purchase orders issued	300	239	110	100	100	100	(5)
Procurement card transactions (PCT)	6,900	6,498	6,600	6,600	6,700	6,700	(2)
Value of PCT (000s)	1,750	1,952	2,400	2,500	2,550	2,600	(2)
Number of cards issued	84	93	100	105	105	105	
Risk Management:							
Number of insurance incidents	13	13	14	20	20	20	(3)
Number of incidents turning into claims	6	8	10	10	10	10	
Efficiency Measures							
Inventory:							
Annual inventory turnover	3.4	1.5	1.5	1.5	1.6	1.7	(4)
% of inventory line items received and stored within 2 working days	90%	85%	90%	95%	95%	97%	
Notes:							
(1) The inventory dollar will continue to increase gradually over the next few years because of the following:							
a) Continue to add medical supplies for Fire & Ambulance Division; max/min quantities to be determined							
b) Completed adjusting max/min quantities for indoor inventory; now working on outside inventory							
c) Continue to add petroleum/oils/lubricants for mechanics; max/min quantities to be determined							
d) Inventory value also absorbing increases							
(2) Procurement card transactions and values may increase as we move to take advantage of rebates that are based on the total value of VISA transactions							
(3) Insurance claims are very difficult to predict. They can vary drastically from year to year and we have little control over the variables that affect them.							
(4) Turnover has decreased due to the absorption into inventory of extra (leftover) pipe and fittings from the Northlands project. These higher value/lower movement items will be on the books for a few years.							
(5) Purchase order quantities are expected to drop as transaction limits on VISA cards have been raised, and the attempt to move more spending in the direction of VISA.							

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